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## UNFUNDED LIST

### HONOREE:

#### National Medical Fellowships

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##### *Honoree Proposal Description:*

National Medical Fellowships's mission is to provide scholarships and support for underrepresented minority students in medicine and the health professions.

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##### *Organization Website:*

<https://nmfonline.org/>

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## **I. Executive & Organizational Summary**

### ***Mission & Goals***

National Medical Fellowships (NMF) is building the next generation of healthcare leaders. NMF's mission is to provide scholarships and support to students from groups underrepresented in medicine and the health professions. NMF's goal is to identify and nurture tomorrow's diverse healthcare leaders, who will have the knowledge, skills, cultural competency and commitment to achieve health equity.

### ***History***

In the past 70 years, NMF awardees have pushed past cultural, economic, and educational barriers to excel academically and in service to their communities. Currently NMF is building a diverse provider pipeline by incorporating medical and other health professionals into program participation, building links with professional organizations that mentor students interested in health and science and give media-based messages about healthcare, and joining in advocacy on policy issues that relate to population health issues in our communities.

NMF has historically addressed the healthcare needs of underserved communities by supporting minority medical students who are committed to "giving back" to their communities and to serving in physician shortage areas. NMF programs help minority medical students overcome the formidable costs of obtaining a medical education and encourage them to consider careers that provide a health safety net of accessible primary healthcare in underserved communities. In traditional NMF programs, medical student populations are 56% African American, 27% Hispanic, 7% Vietnamese, 2% Native American/Pacific Islander.

NMF has a distinguished track record in supporting and promoting equity, diversity and inclusion primarily through its long-term programs in support of minority medical and health professional students. NMF has a proven ability in field engagement, in relationship building with diverse donors and community partners, in the fields of diversity, equity, and inclusion. Since its inception, NMF has continuously expanded its pipeline network of programs across the US, working closely with underserved communities to help them meet future diverse healthcare and workforce needs.

NMF programs serve targeted areas per funder request, but the majority of its programs are open to underrepresented minority medical students throughout the US who are enrolled in accredited US allopathic or osteopathic medical schools.

NMF currently has 26 scholarship and service-learning/leadership development programs for medical and health professions students in 22 cities states and the District of Columbia. These programs encourage awardees to achieve academic excellence and pursue careers that promote primary care and community leadership. Participating students are invited into the NMF Alumni network, which offers opportunities for continuing leadership development.

Since 1946, NMF has been supporting minority medical students and health professionals with an emphasis on training the next generation of primary care providers. NMF is proud of its comprehensive record of successful programs linked to community partnerships that have an important impact on a diverse physician workforce. Alumni data show that its minority medical students, now NMF Alumni, are as physicians more likely than others to practice in areas of greatest need – and to contribute to a more just and accessible healthcare system through research, policy, education and philanthropy.

## **II. Rationale or Theory of Change**

Health disparities exist for racial and ethnic minority populations, which results in individuals from these groups suffering disproportionately from treatable, curable, and preventable diseases. Additionally, the U.S. is rapidly becoming more diverse: 37% of the population is minority, and by 2060 that group is projected to be 57%. Having a diverse, culturally-sensitive workforce is essential to quality healthcare for all. However, minorities remain significantly underrepresented in the physician workforce: African Americans are 13% of the US population and 6% of its physicians, Latinos are 17% and 6%, and Native Americans are 1% and 0.5%.

Diversity in educational environments improves the quality of education for health professionals, thus improving their ability to treat patients from a wide range of cultural and social backgrounds. Undergraduates face critical career and educational choice points without being exposed to health career options and without sufficient practical experience and guidance. Meanwhile, health professions schools are requiring increasing experience. Opportunities to job shadow health professionals can increase students' awareness about the range of health careers and mentoring can attract and retain minority students in the health care professions.

The NMF Undergraduate National Individualized Training in Equity and Diversity (UNITED) program will prepare students for graduate health professions training and provide context and contacts to return to service in their communities and secure first jobs. UNITED was developed to increase the diversity of the health care workforce through mentoring and support of underrepresented minority undergraduate students.

## **III. Call for Support**

### *1. Goals & Objectives*

Overarching Goal of the Program: At least 80% of the UNITED Scholars will be accepted to graduate school in a health professions program within two years of graduation from the program. To achieve this goal, we will expose students to the available professions, paired with carefully monitoring progress and tailoring interventions to assure our students complete the necessary prerequisites: College Chemistry, Organic Chemistry, College Biology, and Advanced Biology. Where testing or mentoring demonstrate that additional assistance with these topics would improve the outcome UNITED will “level the playing field” by providing access to tutors, programs of study and additional resources that can help students overcome several barriers and successfully complete the required courses.

## 2. Key Stakeholders

This program offers a four-way national partnership between Adelphi University in New York, Health Career Connection (HCC) with headquarters in California, MiMentor which is a national organization and National Medical Fellowships (NMF), with evaluative support from Tulane University. Each organization has a substantial and significant history of successfully addressing minority and disadvantaged populations to increase diversity in the health workforce to and enhance and improve health equity. Together UNITED partners have the experience, organization and infrastructure to initiate, develop and administer this innovative national program. Although this four-way partnership is new, each organization has successfully partnered with another in this consortium over the last six years to share resources, increase capacity and enhance programming.

## 3. Budget

Total requested budget: **\$2,012,904**

### Personnel

- **President & CEO, Dr. Esther R. Dyer, Years 1 - 5: \$5,553 per year** (base full time salary adjusted to Executive Level II). Dr. Dyer is the Project Lead for this program and will dedicate 3% of her time and is responsible for the overall administration and monitoring.
- **Project Director, Years 1 - 5: \$10,580 per year.** Dr. Joy Jones, as Project Director, will dedicate 10% of her time, for each of the 5 years of the program. Dr. Jones will lead the program, assuring that it meets objectives, and serve as point of contact with program partners.
- **Project Manager, Years 1 – 5: \$4,300 per year.** Ms. Alexandra Gemma, MPH, Project Manager, will dedicate 10% of her time, for each of the 5 years of the program. Ms. Gemma, will be responsible for overseeing all outreach and recruiting efforts for the project. In addition, Ms. Gemma will identify, recruit and support NMF Young Alumni as peer mentors for UNITED scholars, as well as work with MiMentor! in assuring that Young Alumni and UNITED scholars are connected through the app. Ms. Gemma will also identify local NMF Alumni to provide speakers, shadowing and other professional experiences.
- **Fringe Benefits: Years 1 – 5: \$5,108 per year**  
Fringe Benefits are calculated at 25% of the total salary.

Overhead/Indirect Costs - **\$304,159 over 5 years**

### Contributing Partners

- **Health Career Connections. Years 1- 5: \$12,000 per year.** Health Career Connections, led by Jeffrey Oxedine, will contract with NMF to support recruitment efforts in four target areas.

HCC is a key partner and will support UNITED for a fee of \$300 per student per year (total: \$12,000).

- **MiMentor! Years 1 – 5: \$16,000 per year.** MiMentor!, led by NMF Alumnus Dr. Efrain Talamantes, Associate Director, Center for Reducing Health Disparities, will provide the online mentoring app that will link UNITED scholars with mentors and enable tracking participants through the years. MiMentor! is a key partner and will support UNITED for a fee of \$400 per student per year (total: \$16,000).

#### Site Mentor Honorarium

- **40 students per year @ \$1,000 per student. Years 1 – 5: \$30,000 per year**  
Each student will be provided with shadowing experiences in sites throughout the 4 regions (Bay Area, CA; Greater New York; North Carolina; and Washington, DC). NMF has contracted with HCC to use their site supervisors in each location under a technical assistance contract of \$30,000 (\$750 per student). HCC representatives assure that the terms of interactions with UNITED scholars and assures that each students completes the curriculum and is provided with individualized support.

#### Leadership Summit

The 2-day National Leadership Summit will bring all Scholars together for training and networking annually taking place in Washington, DC.

- **Travel: Years 1 – 5: \$40,320 per year.** This includes travel for 30 scholars, 10 speakers, and program staff. (10 of the 40 students will already be located in Washington, DC).
- **Venue rental, AV, meals, etc. - \$3,000 per day (2 days) per year. Years 1 – 5: \$9,200 per year.** The event will be held at the Hill Center in DC. Students will also be meeting with their Congressional representatives and learn about lawmaking and policy development.

#### Program & Student Support

- **40 students at \$400 per student per year. Years 1 – 5: \$16,000 per year.** Program & Student support costs include expenses for local activities, including: tutoring; courses for exam prep; dues for attending professional association meetings and conferences, etc.

#### Mentoring Training for Peer Mentors Meeting Support

- **4 virtual meetings at \$1,000 each per year. Years 1 -5: \$4,000 per year.** Meeting support for peer mentors, with NMF identifying the peers as part of our alumni group. The meetings will be led by the site coordinators and be conducted four (4) times a year (2 per semester).

**Student Tools and Resources: Years 1 – 5: \$18,500.** Costs includes: online application; online student learning tools; webinars; program related website support.

#### Site Visits

**Travel: 2 visits per year - \$1,200 per year per site. Years 1 -5: \$9,618 per year**

Dr. Joy Jones will visit each site twice per year to assure program excellence - in conjunction with her meetings, a learning opportunity will be scheduled with area NMF Alumni and healthcare leaders to expose UNITED students to future career paths.

Evaluation

Dr. William E Bertrand, a monitoring and evaluation expert will develop and lead the evaluation design, implementation and execution. **NMF has entered into a contract for evaluation at \$30,000.**

**Control Participant Incentive: Years 1 – 5: \$4,000.** Each of the 40 members of the control group will receive a \$100 gift card each year, as an incentive to remain engaged in the evaluation for the duration of 5 years.

**VII. Participants**

The Undergraduate National Individualized Training in Equity and Diversity (UNITED) Program is a four-way partnership between the Adelphi University, Health Career Connection (HCC), MiMentor and National Medical Fellowships, Inc. (NMF). This program offers an innovative national mentoring program with individual, interpersonal, community, local and national and e-mentoring and training for 40 diverse UNITED Scholars with the goal of enrollment into graduate studies in the health professions. Our mission is to promote diversity in the health professions and improve the health of the nation by building a health care workforce that draws on the strength and reflects the rich diversity of all the members of society.

We will recruit and enroll a total of 40 scholars in year one. These 40 scholars will be renewed annually over the five-year period and tracked during that time for measures of success, barriers and facilitators to their education and professional advancement. Scholars will receive a full-package of exposure, experience, mentoring, professional experience and networking. UNITED has a vast national reach but will use recruitment locations in: (1) Bay Area, California; (2) Greater New York; (3) North Carolina; and (4) Washington, DC.

**VIII. Key Components**

*1. Next Steps & Timeline*

Recruitment will involve using the mailing lists of all four organizations and sending information to other minority health organizations such as the Office of Minority Health and Health Equity of the Centers for Disease Control and Prevention, and the State Departments of Minority Health and Health Disparities. Announcements will be sent to Historically Black Colleges and Universities, Land-Grant Universities and through Native American Networks (established though a PCORI grant of Dr. Cohn). We will also include an academic mailing to universities with health professional programs in the states in which the programs are situated.

NMF will partner with HCC to recruit program applicants. NMF will manage the online application process and lead the student review and selection process. NMF will also recruit NMF Alumni Leaders in each program area (total of 8–12) to serve as speakers and provide local mentoring and/or shadowing opportunities. NMF will lead the planning and implementation of the National Leadership Summit with support from UNITED partners. NMF will identify two (2) panels of outstanding health professionals annually to participate in a series of webinars.

Following applicant recruitment, the committee (made up of one key personnel from each organization) will select the UNITED Scholars. Applicants will be notified by the start of the academic year.

After being accepted into the program, Scholars will complete several inventory scales to determine their leadership style and to better understand the leadership styles of others, a HCC proprietary program for a self-assessment of interest and readiness for health careers, and a survey to determine their general areas of strength and interest. Each Scholar will meet with his/her respective program coordinator to develop an individualized learning and training plan (including health career interests, type(s) of shadowing experiences, academic support and guidance needs). Scholars will be matched with mentors in three ways. They will be linked with a UNITED home site and will be mentored by key personnel there. Scholars will also be assigned a site-project at a health care organization where they will have a professional mentor. They will also become part of the MiMentor Network of peer and professional mentors.

Projects and programs are expected to be scheduled to meet for one or two days per week (which could be accommodated on weekends). The rationale for this scheduling is that First year students in programs of Nursing, Medicine and Dentistry often have pre-determined schedules, including classes with labs that would not be able to accommodate weekdays off. The UNITED site and the health care organization will work on a contracted project and program of study that either results in a joint paper suitable for publication or a project that can be presented at a national meeting, so as to strengthen the Scholars application to graduate studies. Projects are scheduled to last one academic year, however dissemination of the project results and the Scholars involvement will continue through the grant period.

Scholars will participate in a national webinar series by leaders in healthcare practice, policy, and education. One per semester - two per academic. Topics are responsive to current health, social determinants and policy discussions and will also be drawn from the Centers for Disease Control and Prevention Health Equity Curriculum.

Scholars will work at the home site and health care organization site on their projects and programs under the direction of their mentors with evaluation and check-in every two weeks (twice monthly). At the site-specific level:

- a. Adelphi University will serve as the Prime Contractor organization with Dr. Elizabeth Cohn as the Prime Investigator (PI). As the academic partner, any necessary human subjects-related approvals or reviews will go through Adelphi University's Institutional

Review Board (IRB). Adelphi will develop the curriculum, educational materials and provide the technological support for the webinars as well as electronic support and facilities for the national platform.

- b. Health Career Connection (HCC) will lead national recruitment efforts, focusing on the four geographic program areas (Bay Area, CA; Greater NY; North Carolina and Washington, DC). Mr. Jeff Oxendine, President and co-founder of HCC, will serve as the program coordinator for Bay Area student cohort. HCC will identify program coordinators for the DC, NC and NY student cohorts. HCC will also provide support on health career choices based proprietary web-based analysis.
- c. MiMentor offers an innovative mentoring model that is primarily an online platform for networking that features a mobile app to enable on-the-go access for communication and arranging local meet-ups. Dr. Efrain Talamantes is the co-founder of MiMentor and an NMF Alumnus. Under Dr. Talamantes' direction, MiMentor will match UNITED Scholars with registered MiMentor mentors (targeting the 4 geographic focus areas) to and hosting 'meet-ups' in local areas.

NMF will partner with HCC to recruit program applicants and manage the online application process, leading the student review and selection process. NMF will recruit NMF Alumni Leaders in each program area to serve as speakers and to provide additional local mentoring and/or shadowing opportunities. NMF will lead the planning and implementation of the National Leadership Summit with support from UNITED partners. NMF will identify two (2) panels of outstanding health professionals annually to participate in a series of webinars.

Dr. William E. Bertrand, Wisner Professor of Public Health at Tulane, will lead the evaluation of the program. He is a monitoring and evaluation expert with extensive experience with the design and implementation of activities for national and international programs.

In Years 2-5, Scholar schedules will be tailored to their individualized training plans, and continue to work with their mentors on publication and presentation projects. Opportunities for enhanced education, shadowing, internships and networking with peers and mentors will be improved each year as they advance towards graduate education and their eventual careers. As the Scholars approach graduate school, preparatory courses like MCAT or NCLEX review will be available to help them successfully complete certification. Mentoring and letters of recommendation can also be provided for graduate school and first jobs by UNITED preceptors.